



# BENEFITS FOR ALL

SUSTAINABLE DEVELOPMENT REPORT 2016

SOCIETY IN MOTION



## The Sustainable Development Report 2016 at a glance

Priorities of the <i>Sustainable Development Plan 2020</i>	Main achievements	Challenges and issues
<b>PRIORITY 1</b> Improve service to maximize the benefits of public transit	<ul style="list-style-type: none"> <li>• 1% increase in service offered (seat-km)</li> <li>• 0.7% increase in ridership</li> <li>• Customer satisfaction: up 3 points, from 85% to 88%</li> <li>• Study of GHGs avoided: for every tonne of CO<sub>2</sub> emitted by the STM, another 20 are avoided in Montréal</li> <li>• Opus à l'année and Opus &amp; Cie: more than 50,000 subscribers</li> </ul>	<ul style="list-style-type: none"> <li>• 46% usage rate for bicycle stands next to stations</li> <li>• 2% decrease in bicycle parking spaces next to metro stations</li> </ul>
<b>PRIORITY 2</b> Make public transit accessible to as many people as possible	<ul style="list-style-type: none"> <li>• Two new stations equipped with elevators (Snowdon and Rosemont) for a total of 12 stations</li> <li>• 5% increase in paratransit trips</li> <li>• Fare indexed by 1% in July, the lowest increase since 1998</li> <li>• Monthly fares the lowest of major Canadian cities</li> </ul>	<ul style="list-style-type: none"> <li>• Capping of government contribution to paratransit</li> </ul>
<b>PRIORITY 3</b> Contribute to urban planning	<ul style="list-style-type: none"> <li>• 29% increase in bus priority measures (BPM), for a total of 287.5 km</li> <li>• Three new reserved lanes (Lacordaire, Pie-IX and Bonaventure)</li> <li>• 121 new bus priority traffic lights</li> <li>• Contributions to major urban development projects and the Réseau électrique métropolitain</li> </ul>	<ul style="list-style-type: none"> <li>• Objective of 375 km of BPM by the end of 2017</li> </ul>
<b>PRIORITY 4</b> Optimize the STM's economic contribution and performance	<ul style="list-style-type: none"> <li>• Budget of \$1.4 billion</li> <li>• Credit ratings maintained: Standard &amp; Poor's at AA- and Moody's at Aa2</li> <li>• \$790 million in acquisitions of goods and services, 46% of which were produced in Québec</li> <li>• Spending rate at 93.7%</li> </ul>	<ul style="list-style-type: none"> <li>• Asset maintenance deficit estimated at \$3.9 billion, down 5% from 2015</li> </ul>
<b>PRIORITY 5</b> Reduce our ecological footprint	<ul style="list-style-type: none"> <li>• Implementation of ISO 14001-based environmental management system 80% complete</li> <li>• Major improvement in rate of residual-material diversion, from 64.3% to 73%</li> <li>• Over 85% reclamation rate for MR-63 cars</li> <li>• Certifications targeted: LEED for one new building and Envision for four metro infrastructure projects</li> <li>• Three new honours for the LEED Gold Stinson bus garage</li> </ul>	<ul style="list-style-type: none"> <li>• Four non-compliance notices for exceeding wastewater standards</li> </ul>

Priorities of the <i>Sustainable Development Plan 2020</i>	Main achievements	Challenges and issues
<b>PRIORITY 6</b> Limit our atmospheric emissions	<ul style="list-style-type: none"> <li>• 0.3% decrease in total greenhouse gas (GHG) emissions</li> <li>• Major decrease (76.7%) in GHGs from industrial processes</li> <li>• Acquisition of 51 hybrid buses</li> <li>• Progress of work on City Mobility electrification project</li> <li>• Contract awarded for 17 electric locotractors</li> <li>• Trips made using electricity stable at 69.5%</li> </ul>	<ul style="list-style-type: none"> <li>• 6.3% increase in average energy consumption of surface buildings</li> </ul>
<b>PRIORITY 7</b> Practise sustainable procurement	<ul style="list-style-type: none"> <li>• Sustainability criteria included in 77% of contracts in progress (in terms of value)</li> <li>• Study on the prioritization of goods and services in sustainable procurement: 19 types of goods and services to be prioritized were identified</li> <li>• The STM stands out on the 2016 Responsible Procurement Barometer</li> <li>• Three partnerships with social enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• Number of contracts in progress that include sustainability criteria: 41%, compared with 2020 target of 90%</li> </ul>
<b>PRIORITY 8</b> Act as a responsible employer	<ul style="list-style-type: none"> <li>• Percentage of women in our workforce: 24.3%</li> <li>• Percentage of visible and ethnic minorities: 27%</li> <li>• CSST Grand Prix for workplace health and safety awarded for our annual health and safety event</li> </ul>	<ul style="list-style-type: none"> <li>• Absenteeism rate: 8.6%</li> </ul>
<b>PRIORITY 9</b> Train and equip our employees and raise their awareness	<ul style="list-style-type: none"> <li>• Six sustainability workshops offered to some 200 professionals and managers</li> <li>• Two training sessions on sustainable procurement</li> <li>• \$658,310 in donations raised by the generosity campaign</li> </ul>	<ul style="list-style-type: none"> <li>• 24% decrease in amount raised by the generosity campaign</li> </ul>
<b>PRIORITY 10</b> Engage our stakeholders	<ul style="list-style-type: none"> <li>• Social acceptability initiatives in connection with many metro infrastructure projects</li> <li>• Homelessness service point: 1,191 interventions by social workers in the metro</li> <li>• Partnership with Juripop and <i>L'itinéraire</i> magazine</li> <li>• Several awards and distinctions for the STM's sustainability approach (ATUQ, Durabilys, Corporate Knights)</li> </ul>	<ul style="list-style-type: none"> <li>• Permits and approvals for our building and infrastructure projects</li> </ul>

N.B.: The changes shown in the preceding table are a comparison between 2015 and 2016. The [Complete Table of Indicators](#) provides this information for the years 2011 to 2016.





# Message from the Director General

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For many years now, the STM has expended considerable efforts to improve its customer experience and incorporate sustainability into its processes and projects. We are pleased to report that the resulting environmental, social and economic benefits are very real and have a leverage effect for society in general.

With our government partners and other transit authorities, we were able to quantify greenhouse gas (GHG) emissions avoided by public transit in the Greater Montréal area. The study shows that for every tonne of CO<sub>2</sub> emitted by the STM, another 20 are avoided in Montréal. This means that, through public transit, 3.9 Mt of CO<sub>2</sub>e are avoided every year—the equivalent of 55% of total emissions from the road transportation sector for metropolitan Montréal. This is an undeniable and tangible benefit that enables Montréal and Québec as a whole to contribute to the fight against climate change.

Moreover, the STM makes a substantial contribution to the economic vitality of the Montréal region and Québec overall by promoting efficient, affordable mobility and generating significant economic spinoffs. In keeping with our commitment to sustainable procurement, 77% (in terms of value) of contracts in progress include sustainability criteria. To further extend this initiative, we have also developed a methodology for prioritizing categories of goods and services acquired by the STM according to their potential environmental and social impacts throughout their life cycles. This will enable us to better target our efforts so as to maximize the sustainability benefits of our procurement.

Notable among the highlights of 2016 are the arrival of the AZUR cars and next-generation hybrid buses, and the City Mobility electrification project. These advances will help to improve the customer experience, increase the share of trips made using electricity and reduce our GHG emissions.

The gradual rollout of the new AZUR cars goes hand in hand with the withdrawal of our MR-63 cars, which are more than 50 years old. Extensive efforts have been made to maximize the MR-63 reclamation rate, which will be in excess of 85%. In addition, the call for expressions of interest in special projects demonstrated the enthusiasm for giving the MR-63s a second life and thereby ensuring that these cars, which are part of our history, will remain present in the Montréal and Québec landscape.

Our sustainability initiatives were recognized with several awards and distinctions in 2016. Most notably, the quality of the approach we have established in recent years earned us two major awards: special mention for sustainable development, from the Association du transport urbain du Québec (ATUQ), and the Durabilys award of excellence in the Social Responsibility category – companies and organizations, from the Conseil du bâtiment durable du Québec.

Through these various measures, we are proud to be able to contribute to sustainable development in Montréal and throughout Québec, for the benefit of society as a whole.

**Luc Tremblay, CPA, CA**  
Director General

# About this Sustainable Development Report

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The Société de transport de Montréal (STM) provides public transit service for the entire Montréal urban agglomeration, covering a territory of 500 km<sup>2</sup> with approximately 2 million inhabitants. The users of its network come from all over the Greater Montréal area (about 8,000 km<sup>2</sup> and 4 million inhabitants).

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Continuing from the 2008 to 2015 sustainable development reports, the *Sustainable Development Report 2016* describes the STM's environmental, social and economic performance. It revolves around the 10 priorities of the *Sustainable Development Plan 2020*.

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This report has been drawn up in compliance with the STM's corporate policy on sustainable development and *Sustainable Development Plan 2020*, the Global Reporting Initiative G4 guidelines (Core in Accordance) and the Sustainable Development Charter of the International Association of Public Transport (UITP). Its content is in line with the materiality analysis conducted in 2014 with our internal and external stakeholders.

The *Sustainable Development Report 2016* covers the period from January 1 to December 31, 2016. It has not been audited by an external third party. However, certain sustainable development indicators were verified by the STM Auditor General's team in 2011 and 2014. All of the STM's sites and activity sectors are included in the report, except the commercial subsidiary Transgesco. During this period, no major change occurred in the company's size, structure or capital.

All of the indicators presented in this report and the Complete Table of Sustainable Development Indicators 2011–2016 that accompanies it have been calculated using a documented method and have undergone a stringent collection and validation process. These steps ensure the accuracy and traceability of all the data. Whenever the information is available, the different indicators for the years 2011 to 2016 are shown.

This report is intended for all of the STM's stakeholders. To complement the report, the following information is available on the STM website at: [www.stm.info/en/sd](http://www.stm.info/en/sd)

- Complete Table of Sustainable Development Indicators 2011–2016
- GRI G4 Content Index
- *Sustainable Development Plan 2020*
- History of our sustainable development approach
- Corporate policy on sustainable development
- Materiality analysis
- Sustainability governance
- Glossary

G4-31 For any questions about the *Sustainable Development Report 2016*, contact [dd@stm.info](mailto:dd@stm.info).



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## PRIORITY 1

# Improve service to maximize the benefits of public transit

Compared to single-occupant car travel, public transit offers many environmental, social and economic benefits for society as a whole. Our mission is to provide our customers with reliable, fast, safe and comfortable service that is increasingly competitive and attractive.

## Service offering and customer experience

### Bus

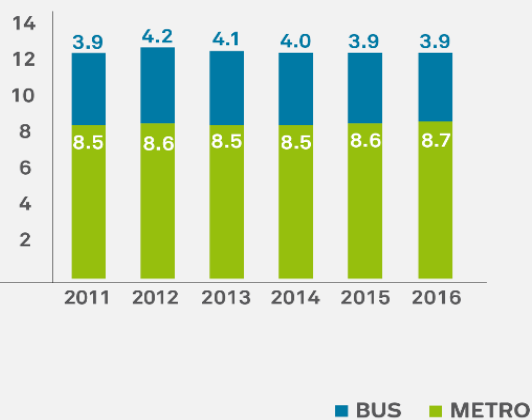
Service offered on the bus network, measured in seat-km, grew by 0.4% in 2016. Improvements in service include the addition of 130 runs on 13 bus lines as a mitigation measure for the major projects under way on the Turcot interchange, Bonaventure expressway and Champlain bridge.



Gradual rollout of the iBUS project continued. This passenger information and operational support system tracks buses more accurately, provides more passenger information and will eventually display the actual time buses will arrive at each stop. The display screens and audio announcements are now in operation on all buses, passenger information terminals have been installed at 26 particularly busy bus stops and in 64 metro entrance buildings, and a passenger information terminal designed to display bus arrival times has been tested.

In 2016 we acquired 51 new hybrid buses, for a total fleet of 1,771 buses. We also launched a pilot project for boarding buses by all doors on the 121 Sauvé/Côte-Vertu line. This measure is intended to speed up and facilitate passenger boarding by allowing certain kinds of fare-holders to board articulated buses by all doors. Since it was well received by both passengers and drivers, we extended the pilot project to include the 139 Pie-IX and 439 Express Pie-IX lines.

SERVICE OFFERING (BILLIONS OF SEAT-KM)





## Metro

Seat-km offered on the metro system grew by 1.3% in 2016. The commissioning of 12 AZUR trains, with 8% more capacity, as well as the addition of a rush-hour train on the Green line in response to the Turcot, Bonaventure and Champlain projects, contributed to this increase.

The first AZUR trains appeared in 2016. Passengers like the new metro cars for the freedom of movement they offer from one car to the next and their increased ventilation, improved lighting, wider doors for better flow and optimal ergonomic positioning of seats.



## Ridership and satisfaction

Our efforts to improve the customer experience are starting to bear fruit. Ridership increased 0.7% relative to 2015 to reach 416.2 million trips, while customer satisfaction was up 3 points, rising from 85% in 2015 to 88%.

The sense of security remained relatively stable, at 94% for the bus network and 92% for the metro, compared with 94% for the two networks in 2015.

## GHG emissions avoided

At the STM's initiative, several municipal and provincial partners worked with transit authorities on a study to quantify GHG emissions avoided by public transit in the Greater Montréal area.

GHG emissions avoided were quantified according to three main categories of reduction:

1. the impact of reduced car use
2. the impact of less traffic congestion
3. the impact of urban densification

These three categories were evaluated on the basis of the geographic boundaries of the Communauté métropolitaine de Montréal (CMM). The methodological approaches used to calculate the amount of avoided GHG emissions are consistent with the methodologies recommended by the American Public Transportation Association (APTA) and the Transit Cooperative Research Program (TCRP).

The results obtained, which were validated by Golder Associates, show total avoided GHG emissions of 3.9 Mt of CO<sub>2</sub>e per year. By way of comparison, that represents around 55% of total emissions caused by road transportation in the CMM's territory. The study shows that for every tonne of CO<sub>2</sub> emitted by the STM, another 20 are avoided in Montréal.

# 1x20

A study of GHG emissions avoided by public transit shows that for every tonne of CO<sub>2</sub> emitted by the STM, another 20 are avoided in Montréal.

## Integrated mobility

We brought metro station bicycle parking up to standard by repairing damaged stands and removing abandoned bicycles.

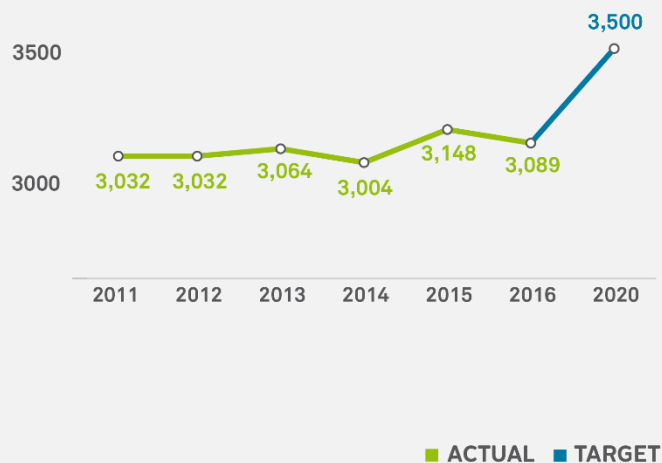
The work we carried out in 2016 around certain stations compelled us to temporarily remove some bicycle stands. In spite of our efforts to relocate them in safe places near the stations, the number of bicycle parking spaces available decreased by 2% because of the lack of space available.

Bicycle stand rate of use remained stable relative to 2015, at 46%. Since a number of bicycle stands are underutilized, we will continue our efforts to optimize their usage before adding new stands.

Under our partnership with BIXI, we introduced a pilot project in 2016. The goal was to test a technological solution at 15 stations that allowed occasional self-serve bike customers to use an OPUS card to rent a BIXI. In addition, holders of STM monthly passes received a discount from BIXI. More than 700 people took part, and the number of uses was much more than predicted. This convincing pilot project also confirmed the possibilities offered by a more multipurpose OPUS card. The project earned the STM Best Innovation at the Calypso Awards.



NUMBER OF BICYCLE PARKING SPACES NEXT TO METRO STATIONS



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Once again this year, holders of monthly passes and OPUS à l'année cards enjoyed discounts from Communauto and BIXI. Altogether, nearly 5,000 people took advantage of these offers.

In 2016, more than 90% of all trips in Communauto vehicles were made using an OPUS card. Moreover, for all vehicles without reservation (Automobile service), the card is mandatory to access the vehicle, unlock the doors and deactivate the immobilizer.

## Promoting public transit

With our various partners, we conducted several campaigns promoting public transit and offering incentives to improve Montréal's sustainability. Under these partnerships, tens of thousands of transit passes were distributed to motorists to encourage them to try the STM services:

- The STM and the city of Montréal handed out 10,000 OPUS cards loaded with 10 trips to motorists in the areas around the Turcot, Bonaventure and Champlain worksites.
- To tie in with the launch of Sustainable Montréal 2016–2020, the third Montréal community sustainable development plan, the STM distributed 20,000 two-trip cards to motorists to encourage them to use public transit, at all times but especially on smog days.
- In association with Earth Day and CAA-Québec, the STM sent OPUS cards loaded with 10 trips to 2,500 Montrealers, 88% of whom said they mainly use a car for their daily transportation. The object of this initiative was to allow them to try out public transit and discover a new approach to mobility.

In addition, the Ministère des Transports, de la Mobilité durable et de l'Électrification des transports (Transport Québec) and Mobilité Montréal renewed, for a sixth year, the "one month free" promotion for new subscribers to the OPUS à l'année and OPUS & Cie programs. With this promotion, the STM passed the 50,000-subscriber mark.

Under various other partnerships, we once again carried out a number of initiatives designed to encourage the use of public transit by distributing special and/or free transit passes for major events such as the Montreal Marathon, Rogers Cup, Osheaga, Montréal Grand Prix, IglooFest and Nuit blanche.



## Outlook for 2017

- Continued rollout of AZUR trains
- Acquisition of 107 hybrid buses
- Addition of 5.0 million car-km on the metro system and 100,000 hours of bus service
- iBUS: gradual rollout of real-time passenger information on all communication tools
- Evaluation of extending bus boarding by all doors to other lines
- Ongoing optimization of the distribution of bicycle stands to improve their usage rate

## PRIORITY 2

# Make public transit accessible to as many people as possible

To fulfill its social role, the STM aims to make its service accessible to as many people as possible. In so doing, it enhances each individual's ability to contribute to the social, economic and cultural life of metropolitan Montréal.

## Universal accessibility

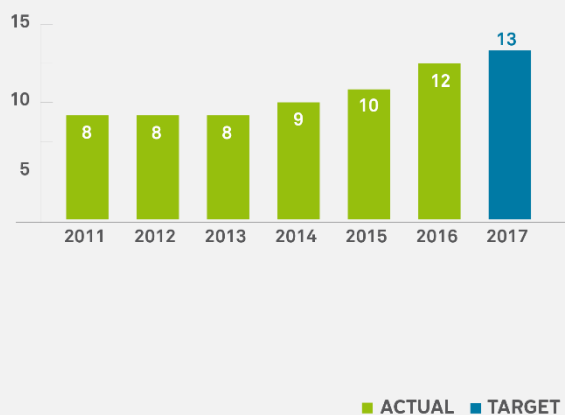
Elevators went into operation at Snowdon and Rosemont stations, bringing the number of stations equipped with elevators to 12, and the number of accessible stations to 11. Work to improve accessibility also proceeded at Place-d'Armes and Honoré-Beaugrand stations.

In addition to the work already planned, the city of Montréal and the STM announced an investment of \$213 million to install elevators at another 14 metro stations by 2022. This is phase one of the accessibility program designed to make the entire network accessible by 2038. The program is made possible by an agreement between the federal and Québec governments with respect to the Public Transit Infrastructure Fund.

The 14 stations were selected on the basis of the contribution they will make to accessibility throughout the network, the level of technical complexity involved in adding elevators and planned asset maintenance projects.

The report of the Universal Accessibility Development Plan 2012–2015 was presented to the associations committee for universal accessibility. Internal and external consultations on the Universal Accessibility Development Plan 2016–2020 were also conducted during the year.

NUMBER OF METRO STATIONS EQUIPPED WITH ELEVATORS



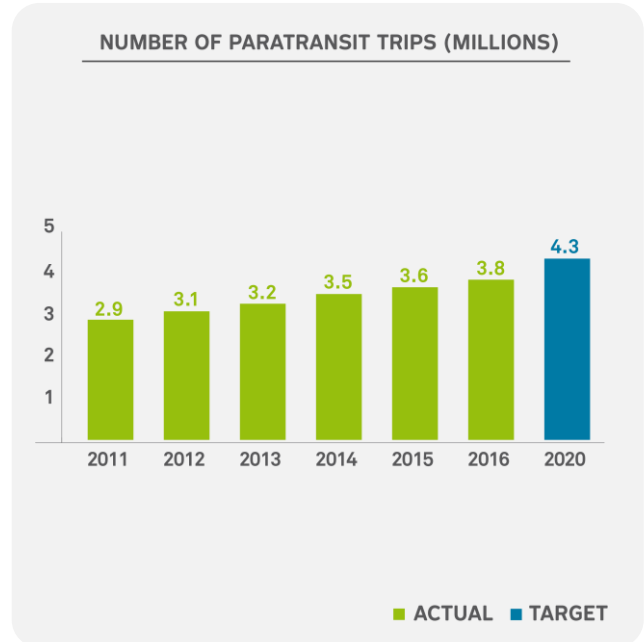


## Paratransit

In 2016, more than 30,000 people with functional limitations that prevent them from using the regular network took advantage of our door-to-door paratransit service. These customers made 3.81 million trips in all, an increase of 5% relative to 2015.

It should be noted the Québec government's program of subsidies for paratransit for people with disabilities has been capped since 2012 and the STM on its own must absorb the cost of the substantial growth in trips by customers eligible for paratransit. In 2017, when service is expected to reach 4.0 million trips, that will mean an additional \$8.2 million compared with 2012, and \$1.6 million more than in the 2016 budget.

Under the EXTRA project, which aims to improve paratransit trip planning, more than 100 customers took part in a pilot project to test the efficiency of an automatic reminder of trip reservations. Sent by email, text message or phone message the day before the reserved trip, this reminder is intended to prevent trips by vehicles that are not required. In view of the high rate of appreciation by customers who tested the service, it became an official feature and 5,000 customers made use of it in 2016.



With a view to optimizing paratransit service, the introductory process for new customers was revised in 2016. Already, 350 of these customers have benefited from improved services for file activation, instructions supplied by an agent the first time they make a reservation with the call centre or accompaniment when boarding for their first trip.

To maximize trip options, we also initiated a pilot project for accompanying paratransit customers for trips on the regular bus network.

Many paratransit trips are made using taxis that offer paratransit service. In 2016, we introduced electronic billing for taxi services by our two largest service providers. This innovation eliminated 47% of the 15,000 paper trip sheets used every week to pass on details of customers' trips. This process will continue in 2017.

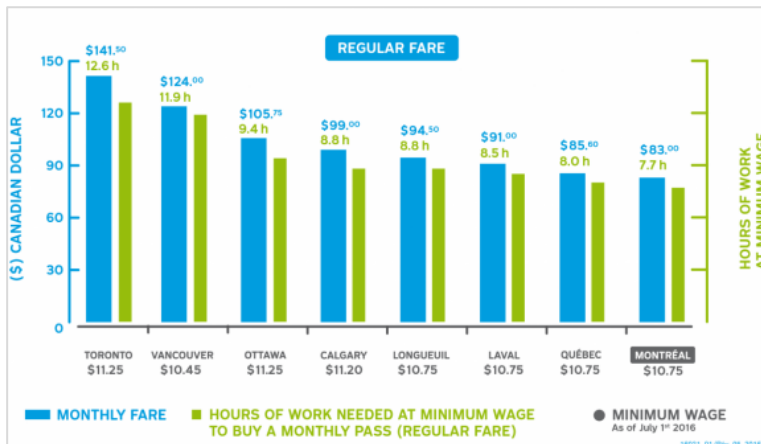
## Fare affordability

After instituting a six-month freeze on fares in January 2016, we increased fares by 1% on July 1. This is the lowest fare adjustment since 1998.

In 2016, students and seniors who benefited from reduced fares accounted for 32.0% of all trips on the STM network.

In addition, free transportation is offered for children age five and under at all times, as well as for children age 6 to 11 under the *Family Outings* program.

To evaluate the affordability of the Montréal network, we compare the number of hours worked at minimum wage that are needed to buy a monthly pass. According to this analysis, the STM's regular and reduced fares were, once again this year, the lowest for major Canadian cities.



## Outlook for 2017

- Universal accessibility:

Filing and adoption of the Universal Accessibility Development Plan 2016–2020

Commissioning of elevators at Place d'Armes and Honoré-Beaugrand stations

Addition of a second wheelchair space on new buses

- Paratransit:

Start of implementation of a real-time operational support system in minibuses and taxis offering the service

Continued discussions and meetings with Transport Québec to confirm funding for phase two of the EXTRA project

Continuation of pilot project for accompaniment on the regular bus network

- Fare affordability:

Student fare offered to students over 25

## PRIORITY 3

# Contribute to urban planning

Urban planning and sustainable mobility are closely interconnected. The STM consequently plays a leading role in ensuring that major land-use planning and development projects include conditions that are favourable to public transit.

## Contribution to metropolitan transportation projects

In 2016, we kept up our participation in various planning activities related to major mobility and urban development projects on the island of Montréal.

As part of an exercise for designing the stations in the Réseau électrique métropolitain (REM) project, we worked with the Caisse de dépôt et placement du Québec (CDPQ Infra) to analyze the possibilities for adjusting our bus network in relation to the REM stations. The goal was to maximize intermodality between the two networks. We also contributed our expertise on incorporating universal accessibility into the REM stations.

Moreover, we contributed to the city of Montréal's cost-benefit analysis for the project for a river shuttle between Pointe-aux-Trembles and downtown Montréal. We also took part in various urban development projects, including the Hippodrome, Cavendish, the triangle formed by Turcot, Champlain and Bonaventure, the Royalmount sector (commercial project at the confluence of highways 15 and 40) and Griffintown.

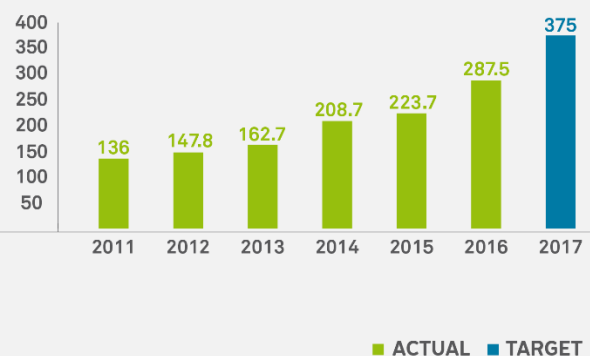
Finally, we were involved in several local transportation plans, including those for Villeray–Saint-Michel–Parc Extension, LaSalle, Saint-Laurent and Mercier-Hochelaga-Maisonneuve.

## Bus priority measures

The STM makes use of bus priority measures (BPM) to improve service on the surface network and enhance the customer experience. BPMs cover all measures that facilitate bus circulation, most notably reserved lanes and priority traffic lights.

BPMs are an inexpensive way to reduce travel time by 10% to 20%, and also cut atmospheric emissions by buses on the corridors where they are used. They make the bus even more competitive compared with car travel, and so promote modal transfer from single-occupant car travel to public transit.

BUS PRIORITY MEASURES (KM)



In 2016, the BPM network used by the STM grew from 223.7 to 287.5 km, an increase of 63.8 km, or 29%, over 2015. This is the largest increase since the BPM program was launched in 2008. In 2016, three reserved lanes were added to the STM network:

- Lacordaire: 7.2 km
- Corridor Bonaventure: 1.4 km
- Pie-IX (extension): 1.6 km

As well, in collaboration with the STM/Ville de Montréal project office, we installed bus priority traffic lights at 121 intersections. Our buses now benefit from priority departure signals at a total of 273 intersections.

We are also working on the Pie-IX bus rapid transit (BRT) project run by the Agence métropolitaine de transport (AMT), Ville de Montréal and Transport Québec. In 2016, a 500-m BRT corridor went into operation in the borough of Montréal-Nord. Ultimately, in 2022, the Pie-IX BRT will cover 11 km, from Pie-IX metro station to Laval.

A pilot project for a mixed bus-bike reserved lane conducted in 2015 on Viau demonstrated that these two modes can coexist safely under certain conditions. In 2016, planning continued on other pilot projects that should take shape in 2017.



The BPM network used by the STM grew by 29% in 2016—the largest increase since the BPM program was launched in 2008.



## Outlook for 2017

- Continued involvement in various committees related to the REM and the Pie-IX BRT
- Participation in local transportation plans, including Rivière-des-Prairies–Pointe-aux-Trembles and Verdun
- Follow-up and participation in various urban development projects on the island of Montréal
- Introduction of new reserved lanes on the Henri-Bourassa, Wellington, Notre-Dame East and Galeries d'Anjou corridors
- Ongoing work in preparation for the Côte-Vertu BRT
- Continued installation of priority traffic lights, including the first priority traffic lights with real-time detection as part of the iBUS project
- Continuation of pilot projects for bus-bike reserved lanes



## PRIORITY 4

# Optimize the STM's economic contribution and performance

By offering affordable public transit service and incorporating sustainable development into its activities, the STM contributes to the economic and social development of Montréal and Québec as a whole. In this way, it creates shared value for all of Québec society. The STM further aims to improve its efficiency by maintaining strict management of its expenditure.

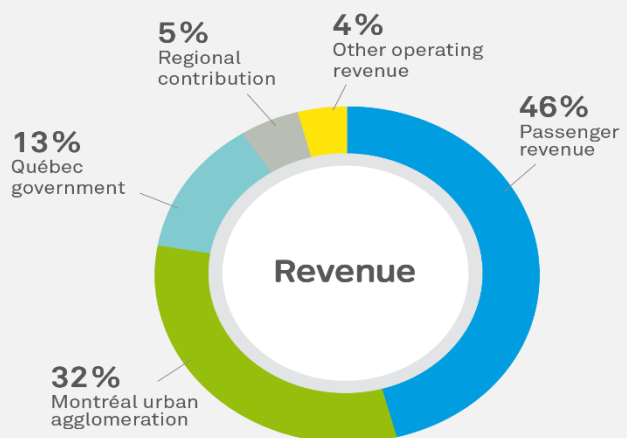
## 2016 budget

The STM started 2016 with a balanced budget of \$1.4 billion. At December 31, 2016, the financial results showed a slight surplus. This favourable variance is partly attributable to internal efforts to reduce expenses.

These economies enabled us to hold the fare increase in July 1, 2016, to only 1% and to offset the decrease in the STM's share of revenue from the regional gas tax for 2015 and 2016.

In the longer term, the Montréal urban agglomeration has committed to increasing its financial contribution to public transit by \$100 million between now and 2020. This commitment by the agglomeration and the new financial framework that will come out of the reform of public transit governance should make budgets more predictable.

### BREAKDOWN OF STM OPERATING REVENUE IN 2016



## Economic performance and efficiency

Once again, the STM was able to maintain excellent credit ratings. Moody's, which evaluates the quality of financial-risk management, including refinancing risk, confirmed the STM's Aa2 rating for the eighth consecutive year. Standard & Poor's, for its part, acknowledged the STM's stringent financial management and the control of its operating expenses over the last six years by maintaining the STM's credit rating at AA- for a second consecutive year.

## Investments in asset maintenance

The asset maintenance deficit accumulated over the last few decades totalled \$3.9 billion in 2016, a 5% decrease relative to 2015. With the financial support of the Montréal urban agglomeration, the Québec government and the government of Canada, the STM was able to adopt its 2017–2026 capital program, its first covering a 10-year period. This program is based on massive investments in infrastructure maintenance. It provides for investments of more than \$8 billion, half of which have already been approved.

In 2016, the STM invested more than \$511 million<sup>1</sup> in its assets and achieved a spending rate of 93.7%. The main investments targeted the following projects:

- Acquisition of AZUR metro cars
- iBUS real-time passenger information and operational support system
- Acquisition of hybrid buses
- Réno-systèmes
- Réno-infrastructures
- Côte-Vertu garage



With the financial support of the Montréal urban agglomeration, the Québec government and the government of Canada, the STM was able to adopt its 2017–2026 capital program, its first to cover a 10-year period.

<sup>1</sup> Excluding taxes and financial expenses.

## Economic contribution

Investments in public transit generate extensive economic spinoffs for Québec. In 2016, acquisitions of goods and services amounted to \$790 million, up 23% over 2015. This significant increase is related mainly to the acquisition of AZUR metro cars and hybrid buses.

	2011	2012	2013	2014	2015	2016
Acquisitions of goods and services (\$M) <sup>2</sup>	665	578	709	586	643	790
Proportion of acquisitions of goods and services produced in Québec (%)	43%	47%	48%	50%	48%	46%
Number of jobs sustained by acquisitions of goods and services	3,476	3,397	4,200	3,344	3,555	4,003
Tax spinoffs attributable to acquisitions of goods and services (\$M)	76	73	94	76	85	104
Tax spinoffs attributable to employee salaries (\$M)	146	156	159	136	147	147



## Outlook for 2017

- Negotiation of our first performance contract with the Autorité régionale de transport métropolitain (ARTM)

<sup>2</sup> Excluding taxes and financial expenses.

## PRIORITY 5

# Reduce our ecological footprint

While public transit is an effective means of helping to fight climate change and reducing congestion, operating a bus and metro network generates impacts on the water, air, soil and resources. The STM is aware of this issue and has consequently implemented numerous measures to reduce these impacts.

## Improving the environmental management system

Implementation of our ISO 14001-based environmental management system (EMS) for all of the STM's sites and activities is now 80% complete. Various initiatives carried out in 2016 allowed action plans for the bus and metro sectors to be adopted and implemented, and a wide-ranging awareness campaign on sound environmental management practices to be developed.

An initial management review of the EMS was also conducted in 2016 with the Management Committee and the Board committee on Governance, Ethics and Sustainable Development.

## Drinking water

The project to replace air compressors at the metro car major overhaul shop was completed. This project means the elimination of annual consumption of some 90 million litres of drinking water that was used to cool the old compressors.

G4—DMA WATER





## Sustainable infrastructure

### Infrastructure projects on the metro network

Work proceeded on obtaining Envision sustainable development certification for the Côte-Vertu garage projects for the AZUR cars, the new entrance building at Vendôme station and the refurbishment of the metro locotractor garage at Viau station. This certification designed to improve the sustainability performance of infrastructure projects revolves around five major categories of criteria:

- improved quality of life (project impacts and contribution to community well-being)
- leadership (stakeholder engagement, integrated approach, long-term vision)
- resource allocation
- impacts on natural environments
- fight against climate change and project resilience

We continued studies related to these three projects with a view to incorporating sustainability best practices, in particular in reduction of water and energy consumption, mitigation of the heat island effect and rainwater management. Research on different materials, including more eco-friendly concrete, was conducted to determine whether approaches used elsewhere can satisfy the technical constraints of metro network infrastructure.

In addition, to curb the heat island effect, a white roof was installed at Beaubien and Laurier stations; work planned for 2017 at Viau station will also include a white roof.

### Crémazie complex

The plans and specifications for rebuilding the Crémazie complex were completed and the tender call was issued in November 2016. A number of sustainability measures have been included in the project, which is aiming for LEED Gold certification.

Work should get under way in spring 2017 and continue until 2021. The new building will house various STM teams, including bus maintenance.

### Stinson bus garage

Once again this year, the Stinson bus garage, which was awarded LEED Gold certification in 2015, was the focus of attention.

Three new honours were added in 2016:

- Durabilys award from the Conseil du bâtiment durable du Québec: Green Roof Award – Industrial/Commercial category
- Corporate Leadership Award – Environment category, from the Canadian Urban Transit Association (CUTA)
- Special Mention from the Energia jury



## Management of residual materials

The rate of residual-material diversion improved substantially in 2016, rising from 64.3% to 73%, largely as a result of the reclamation of the first MR-63 metro cars.

### Reclamation of MR-63 cars

The contract for the reclamation of the MR-63 metro cars was awarded and the first cars left our facilities to be dismantled and reclaimed according to the 4R principle. A characterization study confirmed that the car reclamation rate will be in excess of 85%. In addition, more than 50 different types of parts will be reused on the STM's MR-63s still in service, MR-73s and locotractors.

Following a call for expressions of interest issued in March 2016, we received about 30 proposals for special projects to give the MR-63 cars a second life. The multidisciplinary selection committee, which included two outside experts, evaluated them on the basis of various criteria, such as sustainable development, project feasibility and heritage considerations. The seven finalists selected have until summer 2017 to provide their financing package or else confirm that they have land available to carry out their project. The STM will eventually dispose of 333 MR-63 cars, according to the AZUR car delivery schedule.

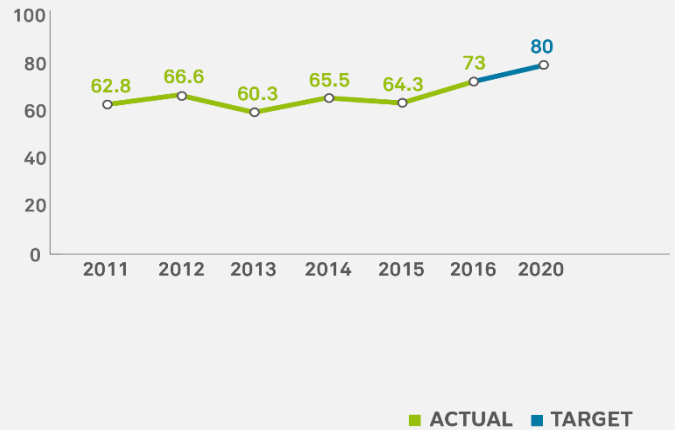
### Management of residual materials in the metro

A characterization study of residual materials in our metro stations was conducted in 2016 by NI Environment. The analysis of its results shows an average in-station recovery rate of 75.8%. The quality of sorting at source in the recycling bins is excellent, despite a slight increase in the rate of contamination, which rose from 1.6% in 2014 to 3.9% in 2016. This rate remains outstanding for public areas, meaning that our customers are very receptive to making the right gestures to protect the environment.

### Recycling certification

We obtained level 2 ICI ON RECYCLE certification from Recyc-Québec for three administrative buildings and our nine bus garages. We earned this recognition for our information and awareness activities, as well as the steps we take to reduce, reuse, recycle and reclaim.

RATE OF RESIDUAL-MATERIAL DIVERSION FROM DISPOSAL (%)



## Energy efficiency

We kept up our energy efficiency efforts, especially when carrying out major work. Energy efficiency measures were incorporated into the refurbishment of Berri-UQAM station, where we installed variable speed drives on six central ventilation units, which will yield substantial energy savings. However, the energy consumption (electricity and natural gas) of our surface buildings rose to 630.3 kJ / m<sup>2</sup> / degree-days of heating, a 6.3% increase over 2015.

## Environmental non-compliance notices

In 2016, we received five environmental non-compliance notices. Four were for exceeding standards for wastewater disposal at one workshop and three bus garages. In all cases, action to remedy the situation was taken immediately and preventive measures were implemented to eliminate the causes of the exceedances.

The fifth notice resulted from an omission in the communication process in the case of a mechanical breakdown of a bus and the resulting fuel spill onto a public thoroughfare. A reminder of the procedure to follow was sent to the parties involved.

## Soil contamination

Various operations proceeded under the environmental intervention plan 2014–2017, which covers all actions related to contaminated soil:

- We conducted studies of groundwater quality at the Anjou, St-Denis, LaSalle, Mont-Royal, Frontenac and Legendre bus garages, Elmhurst terminus and Plateau Youville.
- Additional characterizations were made at the St-Denis, St-Michel, St-Laurent and Frontenac bus garages, and the Crémazie shop.
- A preliminary characterization was made at the Legendre bus garage.
- Phase one environmental studies were carried out at the St-Denis and Frontenac bus garages and the Bellechasse garage.
- We performed environmental monitoring during construction projects: overhaul of lifting jacks at the LaSalle bus garage; repairs to slabs, gutters and catch basins at the Mont-Royal bus garage; repairs to slabs at the Legendre bus garage; installation of pantographs at the future bus fast-charge stations as part of the City Mobility project (Square Victoria and Angrignon metro stations).



## Outlook for 2017

- Start of reconstruction of the Crémazie complex, targeting LEED Gold certification
- Continued development of plans and specifications with a view to Envision certification for the Côte-Vertu, Vendôme and Viau projects
- Continuation of LED lighting pilot project at De Castelnau station
- Confirmation of special projects for MR-63 metro cars
- Internal communication campaign on the environmental management system

## PRIORITY 6

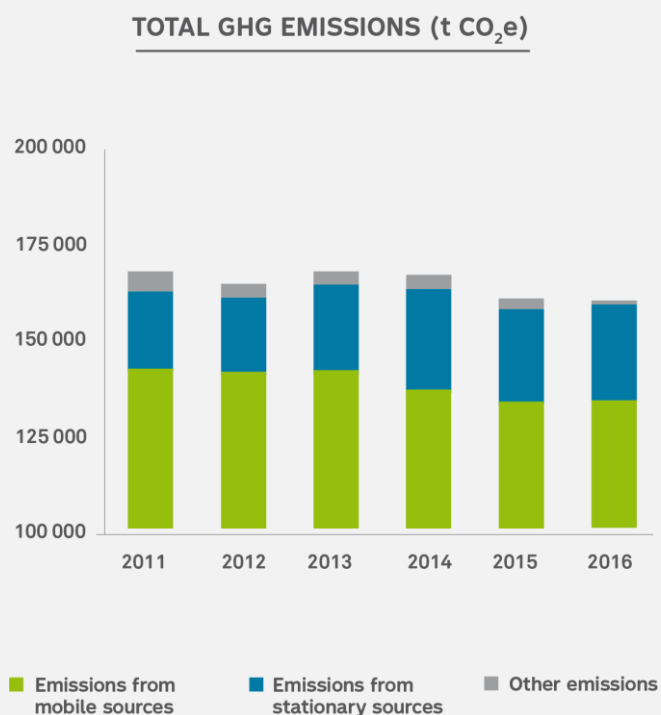
### Limit our atmospheric emissions

Even though every tonne of CO<sub>2</sub> emitted by the STM means another 20 are avoided in the Montréal region, we are determined to reduce our emissions and be a leader in electric mobility. In this way, we contribute to achieving the GHG reduction and transportation electrification objectives of the city of Montréal and the province of Québec.

#### GHG emissions of the STM<sup>1</sup>

The STM's total emissions declined by 0.3% in 2016, to 160,044 t CO<sub>2</sub>e. This improvement is partly attributable to a 76.7% reduction in emissions from industrial processes resulting from the replacement of an aerosol degreasing product with an eco-friendly cleaning solution. However, the increase in bus service led to a 0.9% increase in GHGs from mobile sources.

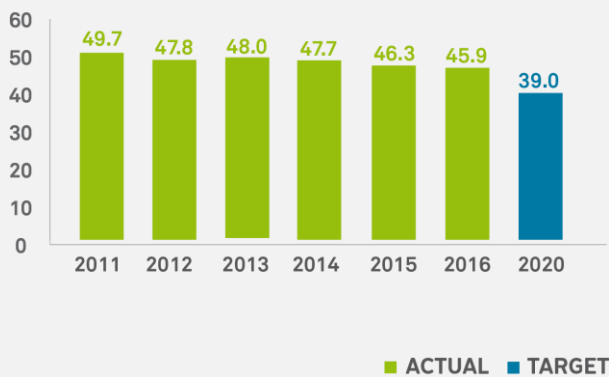
G4-DMA EMISSIONS, G4-EN15



<sup>1</sup> In 2016, we revised our GHG inventory methods (new emission factors, inclusion of indirect emissions associated with electricity, etc.). For full disclosure of comparable information, the inventories from previous years were also corrected. For more details, see the Complete Table of Indicators.

GHG emissions per passenger-km, namely the ratio between the STM's GHG emissions and the total distance travelled by customers on the network during the year, declined by 1%.

**TOTAL GHG EMISSIONS PER PASSENGER-KM (g CO<sub>2</sub>e )**



We have used biodiesel based on waste oil and animal fat in our buses for a number of years. In our new tender call in 2016, it was the only biodiesel considered—a sign of how the market has evolved. This is in contrast to our previous tender calls, which gave it a preferential margin but were open to first-generation biodiesels. In 2016, the use of biodiesel helped avoid the emission of 4,196 tonnes of GHGs.



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	2011	2012	2013	2014	2015	2016	Change 2015–2016	Change 2011–2016
Total GHG emissions per km travelled (g CO <sub>2</sub> e)	1,032	977	1,000	1,022	993	980	-1%	-5%
Total GHG emissions per seat-km (g CO <sub>2</sub> e)	13.5	12.8	13.2	13.3	12.9	12.7	-1%	-6%

## Transportation electrification

In 2016, the percentage of trips made using electricity remained stable relative to 2015, at 69.5%. The effect on this indicator of the gradual introduction of the AZUR cars and hybrid buses should start to be felt in 2017.

### City Mobility

The City Mobility project has been rolled out in nine cities around the world. In Montréal, the only participating North American city, the project includes the installation of two fast-charge stations using conduction and the commissioning of three 100% electric Nova buses on the 36 Monk line.

Various types of equipment were installed in 2016 in preparation for technical testing:

- The first pantograph, a device that is similar to an articulated boom and allows fast charging of buses, was installed at the Angrignon terminus.
- The second pantograph and fast-charge electrical equipment were installed at Square Victoria.
- Slow-charge stations were installed at the LaSalle bus garage.

This demonstration project is an initiative of Volvo and its North American division, Nova Bus. The goal of the program is to pool the expertise of public and private players, and evaluate, under actual operating conditions, the impact of electrification on planning, service delivery, maintenance, infrastructures and customer experience.

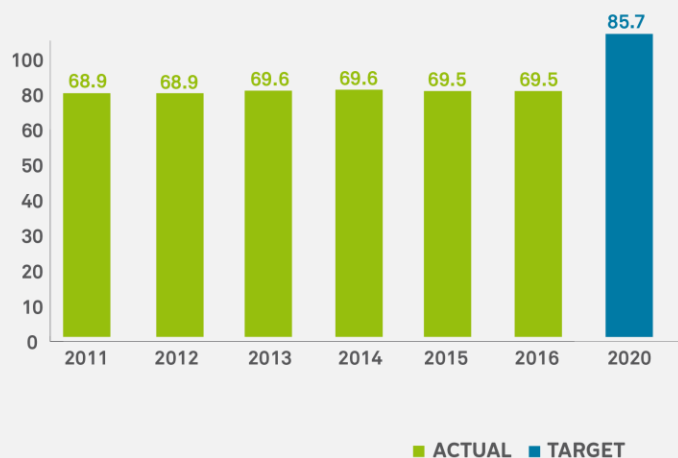
### Charging stations for employees

Taking inspiration from the Stinson bus garage, which already has four charging stations for employees' electric vehicles, the STM has decided to add more such terminals. These will be installed in STM parking lots whenever they are repaved.

### Electric locotracors

The contract for the acquisition of 17 electric locotracors that will be used for nighttime tunnel work was awarded and design of the vehicle is under way. Work also proceeded on defining, preparing and installing the electrification infrastructures for locotractor charging. These are the first electric vehicles to be developed and designed specifically for the STM.

TRIPS MADE ON THE NETWORK  
USING ELECTRICITY (%)





## Hybrid vehicles

In 2016, 51 next-generation hybrid buses built by Nova Bus were acquired by the STM. These hybrid buses can reduce fuel consumption and GHG emissions by as much as 30% relative to standard buses, in addition to offering a smoother, quieter ride.

They are all equipped with an automatic engine shut-off system when the bus is stationary for more than three minutes at the end of a line and the temperature is above -10 degrees Celsius. Some of them also have an engine shut-off when the bus is stationary and the doors are open.

We also added five hybrid vehicles to our fleet of service vehicles and installed eight service-vehicle charging stations, bringing the number of terminals to 12. The fleet's average GHG emission rate improved by 3.2% in 2016 compared with 2015, and by 21% relative to 2011.



### Next-generation hybrid buses

Unlike the first-generation hybrid buses (acquired in 2008), the next-generation hybrid buses have all-electric propulsion. The diesel engine activates a generator, which then produces the energy required to supply the electric-propulsion engine and recharge the high-voltage battery. This battery also stores the brake energy so that it can be reused when the bus starts up and accelerates.

In this way, brake energy that is usually dissipated in the form of heat is recovered by a generator and stored in the batteries on the vehicle's roof. That is also why the first hybrid buses are in operation in Plateau Mont-Royal, an area where the advantages of the hybrid bus are maximized by the frequent stops.



## Outlook for 2017

- Commissioning of 107 new hybrid buses
- City Mobility: continued technical testing and start-up of customer service on three electric buses
- Reception and testing of the first electric locotractor

## PRIORITY 7

# Practise sustainable procurement

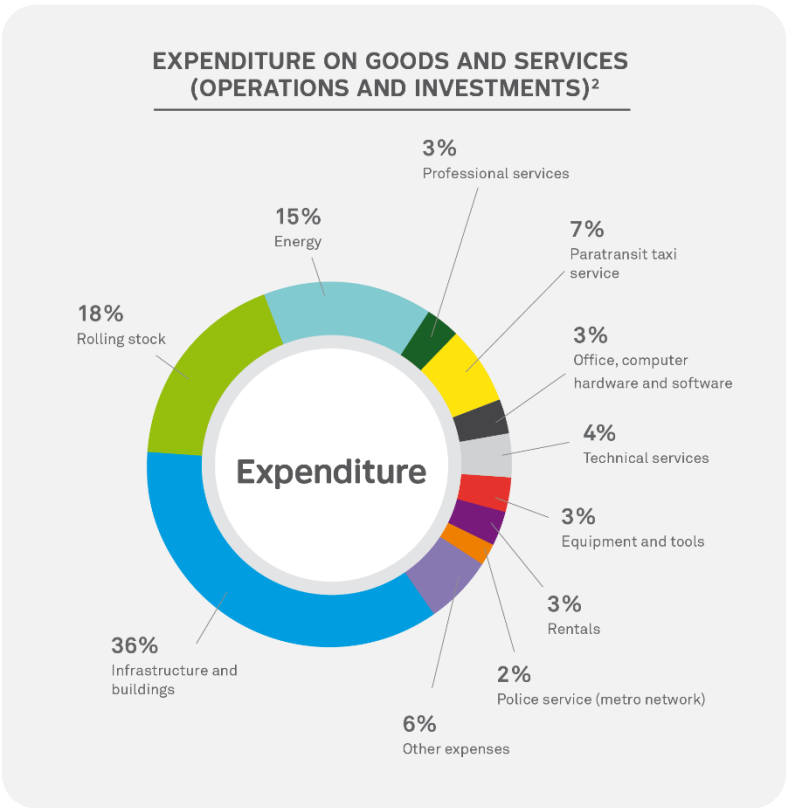
We are aware of the leverage our procurement represents for maximizing the benefits of sustainable development, and we are committed to improving our social, economic and environmental performance through our processes for the acquisition of goods and services and the disposal of goods.

## Description of the supply chain

G4-12, G4-EC9

The supply chain team is in charge of the process of procuring all of the STM's goods and services. In 2016, expenditure on the acquisition of goods and services totalled \$790 million<sup>1</sup>.

We deal with nearly 2,500 suppliers, 88% of whom are Québec suppliers based in 15 of the province's administrative regions.<sup>2</sup>



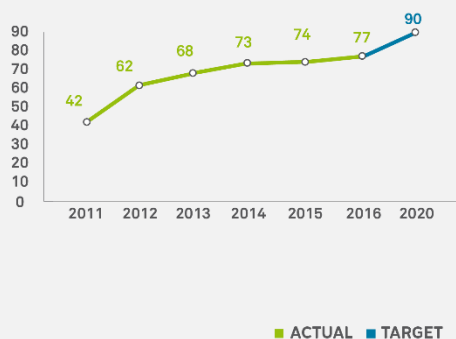
<sup>1</sup> Excluding taxes and financial expenses.

<sup>2</sup> 2015

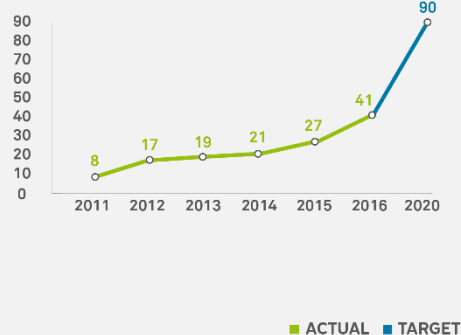
## Sustainable procurement indicator

The STM established sustainable procurement guidelines in 2014. In 2016, only two years later, the percentage (in terms of total value) of all contracts in progress that included sustainability criteria was 77%. Furthermore, the number of contracts including sustainability criteria rose from 27% in 2015 to 41% in 2016.

PERCENTAGE OF THE VALUE OF CONTRACTS\* IN PROGRESS DURING THE YEAR THAT INCLUDE SUSTAINABILITY CRITERIA



PERCENTAGE OF CONTRACTS\* IN PROGRESS DURING THE YEAR THAT INCLUDE SUSTAINABILITY CRITERIA



\* Goods not held in inventory valued at \$50,000 or more, goods in inventory valued at \$100,000 or more, and services valued at \$25,000 or more.

## Supporting the social economy

In keeping with our commitment under the initiative "L'économie sociale, j'achète!", we continued to work with three social enterprises:

- Certex, for the recovery and reclamation of employees' old uniforms and personal clothing items
- Formetal, for the making of our recycling stations
- Insertech, for the recovery and reclamation of our electronic equipment

### Convincing results

In 2016, 68% of all the electronic equipment we disposed of was refurbished and resold by Insertech employees. The rate amounted to 78% for computers and screens.



## Prioritization of goods and services on the basis of sustainable procurement

In 2016, we worked with AGECO to develop a tool for prioritizing the categories of goods and services acquired by the STM on the basis of their potential environmental and social impacts over their entire life cycles. This tool makes use of the databases of Economic Input-Output Life Cycle Assessment (EIO-LCA): US 2002 and Social Hotspot Database (SHDB), adjusted to the Canadian dollar.

The prioritization study afforded an overview of environmental impacts related to GHG emissions, water withdrawn and quality of ecosystems. The social impacts evaluated related to labour rights, health and safety, and human rights.

Based on the impacts identified for the different types of goods and services, the STM may include certain criteria in its future tender calls.

### Categories of STM goods and services to be prioritized on the basis of sustainable procurement

The methodology used by the prioritization study identified 19 categories of goods and services acquired by the STM that should be prioritized because of the environmental and social issues associated with them.

#### Environmental

##### Goods

- Fuel for buses and service vehicles
- Maintenance tools and equipment (rolling stock)
- Electronic equipment used for sales and collection
- Metro cars
- Tires

##### Services

- Paratransit taxi service
- Management of hazardous materials at the end of their useful life
- Computer service
- Property rental (parking)
- Security service

##### Construction projects

- Labour and professional services
- Cement
- Paving
- Metal structural components
- Lighting fixtures and supplies

#### Social

##### Goods

- Work clothes (uniforms)

##### Services

- Labour and professional services for infrastructure and buildings

##### Construction projects

- Construction material (cement, wood, tiles/ceramics/interlocking paving stones)

## A recognized approach

The STM stood out among 76 organizations, mainly located in Québec, that are committed to sustainable procurement. In the 2016 Responsible Procurement Barometer, the STM's practices earned exemplary ranking based on a number of indicators covering vision, policies and governance, operationalization and stakeholder mobilization. However, the Barometer notes that the STM should include contracts of less than \$50,000 in its indicator measuring contracts with sustainability clauses, and better measure the environmental and social benefits of sustainable procurement.



## Eco-friendly cleaning solutions

The project to replace cleaning products with eco-friendly cleaning solutions in all sectors that use cleaning and degreasing agents was completed in 2016.

A study conducted by the STM, the product manufacturer Innu Sciences and the Université de Sherbrooke yielded a quantification of the project's many environmental, social and economic benefits:

- Use of products in bulk and in concentrated formulas led to a 37% reduction in packaging materials and a 62% reduction in GHG emissions related to product transportation.
- 17,500 units of aerosol products were removed, for a 70% decrease.
- 77% of volatile organic compounds were eliminated, or 14 tonnes per year, greatly enhancing employees' comfort.
- Numerous products that pose a health risk to workers were eliminated.
- The reduction in the number of different products used and simplification of procurement and logistical processes yielded recurring savings of 33%.

Employees in maintenance and mechanical departments were trained in the proper use of the eco-friendly solutions. The training included environmental and health and safety awareness.



### Outlook for 2017

- Analysis and integration of sustainability clauses in contracts for categories of products that involve the most environmental and social impacts according to the prioritization tool.

## PRIORITY 8

### Act as a responsible employer

For the STM, offering its employees a healthy, safe and inclusive working environment is a priority. As a responsible corporation, we want to continually improve our practices with respect to human resources and workplace health and safety. Employee mobilization is a yet another priority.

#### Diversity and equal employment opportunity

The STM is recognized as a leader in diversity and employment opportunity. The Commission des droits de la personne et de la jeunesse held up the STM as a model when it comes to equal access to employment, which has been demonstrated over the years by management's commitment to making equal opportunity programs a priority. Various media have also cited the STM as an example and, once again this year, our managers were invited to participate in co-development groups or panels on issues of diversity.

Our efforts to make potential employees aware of our diversity management are bearing fruit, as the percentage of employees from visible and ethnic minorities rose from 24.8% to 27% in 2016. Our internal communications and tools for managers support diversity promotion. In 2016, some 60 human resources professionals received training designed to help managers better understand the reality experienced by people living with a disability.

Diversity of workforce	2011	2012	2013	2014	2015	2016
Percentage of women (%)	24.1%	24.3%	24.4%	24.7%	24.8%	24.3%
Percentage of visible and ethnic minorities (%)	20.3%	21.8%	22.6%	23.3%	24.7%	27.0%
Percentage of employees with a disability (%)	0.5%	0.5%	0.4%	0.4%	0.4%	0.4%
Percentage of Indigenous employees (%)	0.4%	0.5%	0.5%	0.5%	0.5%	0.6%

#### Mobilization

In 2016, we consulted representatives of employees and managers to determine the new approach for measuring mobilization. This consultation covered the questionnaire content, employees' response options and the way the results would be handled and followed up. Booths set up in the workplace, with managers present, enabled all employees to participate in this online questionnaire. Altogether, 58% of employees took part. The results will be announced in 2017.

Phase two of the human resources management training program "Leader à bord" (Leader on Board) was launched in the form of 13 workshops offered to managers. Among the topics covered were management in a context of diversity as well as work attendance.

As regards absenteeism, the 2016 results showed a slight decline, to 8.6%, compared with 8.5% in 2015.



## Workplace health and safety

The workplace health and safety culture at the STM is continually evolving. Particular progress was made in 2016 in terms of better integrating health and safety into the reality of construction projects.

The sixth edition of the Grande tournée SST took place over four weeks. On the strength of this major event focusing on accident prevention, the STM stood out from among 58 finalists in the eyes of the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST, formerly CSST). Having won a Grand Prix SST Innovation for the Montréal region, the STM is now in contention for the Gala national des Grands Prix santé et sécurité du travail, which will be held in Québec City in spring 2017. The topics covered by the booths set up for the SST tour were varied, and included: work at heights, inspector's role, handling optical fibre and the new, ergonomic driver's cab in the AZUR cars.



The STM won the Grand Prix SST for Innovation in the Montréal region for its Grande tournée SST event.

In 2016, we began the process of integrating software for managing lockout procedure. This database will ensure the sustainability of the procedures over time.

A number of awareness activities were conducted internally, including a video capsule on electrical hazards. We also launched Sécuribus 3 training, designed to equip bus drivers with tools for defusing the difficult situations that can sometimes arise with customers.



### Outlook for 2017

- At the request of Emploi Québec, organization of the 5th forum on diversity
- Continuation of the programs on respiratory protection, management of asbestos, lockout procedures, work at heights and electrical hazards
- Presentation of two new video capsules to new hires: management of asbestos and electrical hazards
- Negotiation of four of the STM's six collective agreements

## PRIORITY 9

# Train and equip our employees and raise their awareness

The STM's sustainable development commitment calls for employees' buy-in and mobilization, and the development of their skills. By equipping them and increasing their environmental, social and economic awareness, the STM enables them to make sustainability best practices an integral part of their work.

## Training and awareness

This year, all contract administrators and buyers involved in the supply chain underwent training on sustainable procurement. The one-day session introduced the 39 participants to the different concepts of sustainable procurement and familiarized them with the tools at their disposal, such as guides on principles and certifications, data sheets, a checklist and examples of sustainable development criteria wording.

In addition, the three-hour workshops on sustainable development continued. More than 200 managers, professionals and office employees were able to demystify the main concepts related to sustainable development and discover the tools available for integrating sustainability. These interactive workshops give participants an opportunity to exchange ideas with colleagues from different sectors and gain a better grasp of the many facets of sustainable development at the STM.

Over the year, some 15 articles on sustainability initiatives were published in the company's internal media. As well, the contribution of sustainability to various projects is highlighted in our internal communications.

The STM's sustainability approach and its relationship to internal auditing were the subject of a feature article in an international French-language publication, *Audit, Risques & Contrôle*, a reference in this field, produced by the Union Francophone de l'Audit Interne (UFAI) and made available to more than 10,000 professionals in about 25 French-speaking countries.



Source: *Audit, Risques & Contrôle*, 3rd quarter 2016

## Generosity campaign

In 2016, the STM held the 54th edition of its workplace generosity campaign, a wide-ranging operation that collects donations from employees and retirees. The funds raised support four organizations: Centraide, the Red Cross, PartenaireSanté Québec and Réchaud-bus.

We invested in the development of a digital platform, integrated into the STM intranet, for administering the generosity campaign. Although the digital mode of operation requires some time to adapt, it yields recurring benefits such as eliminating paper forms for employees, considerably streamlining the resources assigned to the project and autonomy in the employees' management of the donations. To provide a gradual switchover, we maintained traditional fundraising to begin with for certain groups of employees.

Consequently, the funds raised total \$658,310, a 24% decrease from 2015. To relaunch the campaign and encourage employees to contribute, a contest will be held among all donors in 2017.

For the 19th consecutive year, around a hundred employees and retirees volunteered for the work bee at Camp Papillon for disabled children.



## Outlook for 2017

- Continued sustainable development workshops
- Sustainable procurement training for procurement analysts and employees who design specifications

## PRIORITY 10

# Engage our stakeholders

Stakeholders are crucial to the STM's success. By working with them, we are better able to understand their needs and concerns. From planning to implementation, this dialogue gives the company's initiatives real added value. It is also through dialogue and cooperation with our stakeholders that we contribute to the advancement of sustainable development.

## Stakeholders and projects' social acceptability

In 2016, we carried out social acceptability initiatives in connection with many infrastructure projects related to the metro network. The STM plans and executes these projects—refurbishment of metro stations, construction of ventilation stations, electrical rectifier stations or the new Côte-Vertu metro garage—with input from its stakeholders.



We held various meetings where partners or area residents were able to learn about the project affecting them, receive answers to their questions and pass on their suggestions and concerns so as to optimize the project's integration into its surroundings. Our approach to projects' social acceptability also helps facilitate the obtaining of the permits and approvals necessary for our projects to go ahead.

In November, the customer service committee of the STM Board of Directors held a public information session attended by around 40 citizens in Montréal's southwest district. At this meeting, we presented the service improvements introduced in this part of the city and citizens were able to pass on their assessment of STM services directly to the committee.



In connection with the universal accessibility project, the concept of the future Mont-Royal station was unveiled in 2016. To develop this concept, the STM drew on the discussions held as part of the collective deliberation process that took place in Plateau-Mont-Royal borough with a view to guiding the design of future developments at Place Gérald-Godin, where the station is located. Implementation of the project, which is aiming for Envision sustainability certification, should begin in January 2018.

## The STM, a key player in social development

Beyond its mission of ensuring people's mobility, the STM wants to contribute to the social development of the Montréal community by working with various partners:

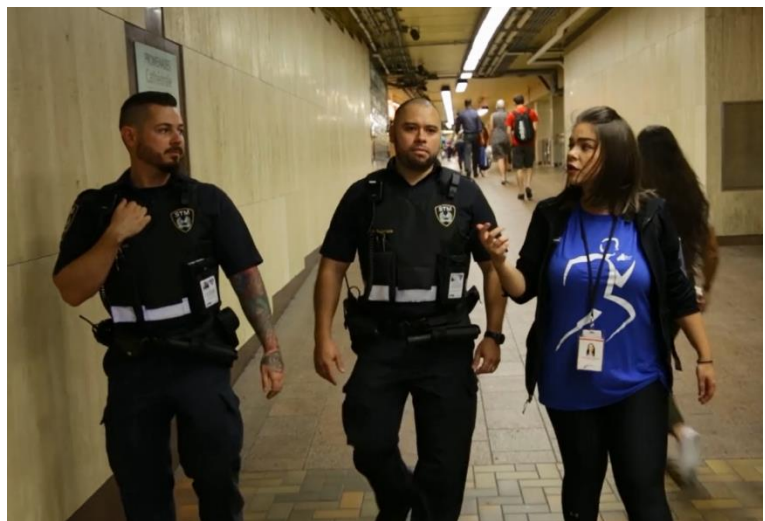
- Following the great success of the first legal clinic held in the metro in 2015, we continued our partnership with Juripop. Under this agreement, 620 customers met with a lawyer or notary free of charge in temporary spaces set up at Berri-UQAM station and received personalized legal information tailored to their needs.
- Under our partnership with the magazine *L'itinéraire*, we offer free transit throughout the year to the vendors travelling on our network to their points of sale.

## Action strategies on homelessness and social inclusion

The STM's inspectors follow an approach of support and mediation with homeless individuals in the metro network to better enable them to share this public space with customers, employees and merchants. That is the rationale behind the homelessness service point set up in collaboration with the Société de développement social in five metro stations in the downtown area. In operation since 2012, it has become a model for other transit systems in North America.

In 2016, four social workers carried out 1,191 interventions in the five stations covered, bringing to 4,779 the number of interventions since the project began in December 2012. A pre-employability pilot project called Pair aidant was launched in the spring. This peer support initiative aims to make use of the life experience of people who have previously been homeless, as well as to further their social reintegration. The peer volunteer in the pilot project was able to utilize his own experience to help the people met in the metro.

Since 2013, a shuttle service provided in winter by the Old Brewery Mission has taken willing homeless individuals to shelters at the metro's closing time at Bonaventure station. The number of stations served was increased in 2016 through the cooperation of different players active in this field. STM inspectors accompany the Old Brewery Mission worker to encourage those inside the station to take advantage of the service offered. Over the 2015–2016 winter period, 372 people accepted this service.



## Contribution to the advancement of sustainable development

The STM has contributed for a number of years to the advancement of sustainable development by working with its peers and various partners and discussing best practices with them.

In 2016, we maintained our involvement in various committees (Ville de Montréal, International Association of Public Transport, American Public Transportation Association, Espace québécois de concertation sur les pratiques d'approvisionnement responsable, Association du transport urbain du Québec, Conseil patronal de l'environnement du Québec and Association québécoise des transports).

We also shared our sustainability experience at close to a dozen conferences and committees. As well, with the Conseil patronal de l'environnement du Québec, we produced a video capsule on sustainability governance that was circulated on the Internet.

## Awards and distinctions

The STM was given a number of awards recognizing our efforts to integrate sustainability into our projects and decision-making processes.

- The Association du transport urbain du Québec (ATUQ) awarded the STM special mention for sustainable development. This distinction is all the more meaningful since it was not for a single project, but for the overall approach established at the STM.
- *Corporate Knights* magazine, which focuses on sustainable development, considers the STM to be one of Canada's most responsible mid-size corporations. The company ranks seventh overall in Canada, and second in Québec. The STM also ranks second in the transportation industry (all categories combined) in Canada.
- The STM earned two Durabilys awards from the Conseil du bâtiment durable du Québec:
  - Award of Excellence in the Social Responsibility category – companies and organizations, for the quality of its sustainability approach
  - Green Roof Award in the Industrial/Commercial category, for the Stinson bus garage



## Dialogue with stakeholders

We make use of a wide range of tools and approaches to maintain dialogue with our stakeholders, who are extremely varied. The following table presents the different means of communication we used in 2016.



			MEANS OF COMMUNICATION										
			STM website	Mass media	STM intranet	Satisfaction surveys	Public Board meetings	Formal consultations (public meetings, etc.)	Social networks (Facebook, Twitter, LinkedIn)	Meetings and discussions	Internal and external working groups and committees	Press relations	Work with associations
STAKEHOLDERS	Employees			X		X		X	X	X			
	Customers	X	X		X	X	X	X	X		X		
	Higher levels of government		X			X			X	X	X		
	Municipalities		X			X			X	X	X		X
	Civil society	X	X			X	X	X	X	X	X	X	X
	Other institutional partners	X	X			X	X		X	X	X	X	X



## Outlook for 2017

- Consultation with internal and external stakeholders on
  - sustainability issues
  - the Sustainable Development Plan 2025
- Peer review of our sustainability approach at the UITP World Congress

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